

# Gender pay gap report 2021

## Who we are

CIPFA is committed to changing lives for the better.

As a global leader in public financial management and governance, our aim is to make a difference to the world we live in. Our work enables people to prosper, protects the vulnerable and helps sustain the environment for future generations.

As a professional institute, we support our members and students to act with integrity and deliver excellence in public financial management throughout their careers.

By setting standards and advising public bodies and governments, we help ensure the money and resources used on behalf of citizens are raised and spent fairly, transparently, efficiently and are free from fraud and corruption.

Our thought leadership puts us at the heart of the policy debate, while our education and training offerings and range of advisory services support our members, students and other public finance professionals, helping them add value to their teams and the organisations for which they work.

CIPFA is a global body, operating at local, national and international level. Wherever we find ourselves and whoever we are supporting, our goal is to always make it count.

21%

Mean gender  
pay gap

8%

Median gender  
pay gap

## Why has CIPFA got a gender pay gap?

The total number of employees accounted for in CIPFA's gender pay gap report for 2021 was 196, of whom 105 were men and 91 women. The figures are provided based on hourly rates of pay at 5 April 2021. The mean and median gender pay gaps indicate an improvement in comparison to April 2020.

We continue to have a relatively higher proportion of men at the higher end of the upper quartile, which impacts heavily on our current gender pay gap. For a body of our size, even small fluctuations in headcount can have a significant impact on the gender pay gap.

## What is the gender pay gap?

The gender pay gap shows the differences in the mean and median pay between men and women. It is important to distinguish between gender pay and equal pay. Equal pay addresses the pay differences between men and women who carry out the same jobs, or similar jobs of equal value. It is unlawful to pay people unequally because they are a man or a woman.

## Bonus

At CIPFA we have a group bonus scheme, which all staff are eligible to receive if the scheme is triggered by meeting certain annual financial targets. In 2021 the scheme was not triggered. When the scheme is activated as part of our senior management moderation process, we review the proposed awards against performance ratings, job level and gender to monitor for any undue bias.

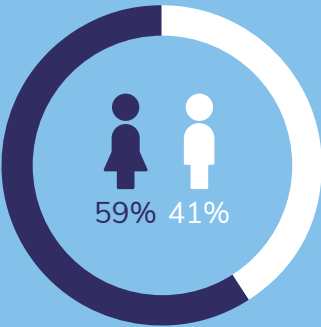
## Definitions

**Mean gender pay gap:** average hourly pay rate for all male full pay relevant employees; same for female employees.

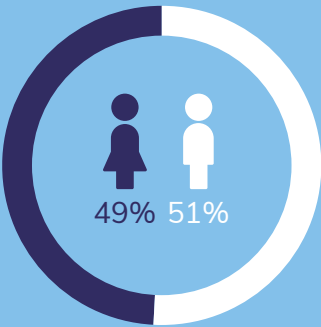
**Median gender pay gap:** median of all hourly salary pay rates of males; same for female employees.

Proportion of male/female in each quartile pay band (%)

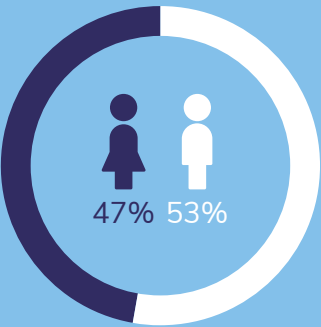
Low 25%



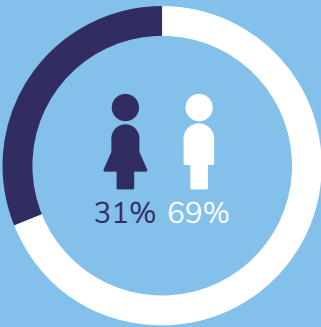
Mid-low 25%



Mid-high 25%



High 25%



## What we are doing to close the gap



We recognise the need to improve on our gender pay gap and to encourage more women to apply for senior positions. We are confident that we have a fair and consistent approach to paying individuals and we are committed to being an equal opportunities employer and appointing the best candidate for each role, regardless of their gender or other personal characteristics.



In 2019 we began to develop a Diversity and Inclusion strategy for employees, members and students. During 2020 we created the building blocks for the delivery of our strategy, including a review of our approaches to recruitment, development and promotion, to identify and remove any barriers or potential bias. During the global pandemic we have shifted to a hybrid working model and we believe this added flexibility in working arrangements will make us more attractive to female colleagues and to ambitious and talented individuals more generally.

While we are not required to publish our gender pay gap information, due to our size, we believe it is good practice to do so and we remain committed to improving our gender pay gap. It is an exciting time to be working at CIPFA as we continue our journey to transform the organisation. We are refocusing our attention on the actions we can take to help us to continue to reduce our gender pay gap in the future, including how we factor gender pay considerations into our overall recruitment, retention, reward and learning and development strategies and make CIPFA a place where people want to come and work.

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



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